



2005 USD (AT&L) Workforce Development Award



*Sharing Best Practices...
to promote a culture of career-long learning*

Message from the Under Secretary of Defense (Acquisition, Technology and Logistics (AT&L))

Our AT&L workforce is comprised of over 134,000 people located throughout the country and the world. This professional workforce is



our engine for success in supporting our customer - the warfighter. We must help the workforce develop professionally so we can continue to serve our customer even better tomorrow, than we do today. With that in mind, we must promote a culture of career-long learning where we fully engage our workforce both in the classroom and on the job, throughout their career.

I want to commend all those organizations who submitted applications for the 2005 AT&L Workforce Development Award. This award was established to recognize those who demonstrate comprehensive, highly effective workforce development programs. By sharing the best practices contained in these submissions, you are all helping to promote a culture of career-long learning and development.

I congratulate the four winners. Your efforts have resulted in innovative human capital initiatives that all should emulate as we work to create AT&L learning organizations and ensure that our workforce possesses the right skills to operate effectively in the challenging future acquisition environment.

Kenneth J. Krieg
Under Secretary of Defense
(Acquisition, Technology and Logistics)



2005

**AT&L Workforce
Development Award**

Under Secretary of Defense (Acquisition, Technology and Logistics)

The Department of Defense (DoD) Acquisition, Technology, and Logistics (AT&L) workforce is over 134,000 members strong. It is comprised of civilians and military from the Department of Army, Department of Navy, Department of Air Force, and other defense agencies. The members of this workforce procure the equipment and supplies needed to sustain our world-class military force in its missions around the world.

The Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD (AT&L)) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System. This includes research and development, advanced technology, test and evaluation, production, logistics, military construction, procurement, economic security, and atomic energy.

The USD (AT&L) also establishes policies and procedures, in coordination with the Under Secretary of Defense (Personnel and Readiness) (USD (P&R)), for the effective management of the acquisition workforce within the DoD, including accession, education, training, and career development.

Under Secretary of Defense (Acquisition, Technology and Logistics) Workforce Development Award

The USD (AT&L) Workforce Development Award was established May 28, 2004, for the purpose of recognizing those organizations that are promoting USD (AT&L) Goal 7 – Motivated, Agile Workforce by achieving excellence in learning and development for their employees. Additionally, the award program will identify best practices for other USD (AT&L) organizations to adopt.

Applications were evaluated for their scope and innovation of the organizational approach, to include mentoring, continuous learning, career counseling, job rotation and shadowing, executive coaching, leadership development, and succession planning.

Field organizations were asked to respond to a series of questions, designed to elicit responses relevant to their institutionalization of a comprehensive, innovative career-long learning and development program for their workforce. Questions were in the following categories:

- Mission of the organization
- Best Practices
- Objectives of their workforce development program
- Workforce development climate
- Training processes and metrics
- College and University partnerships
- Internal and external cultural alignment



Judges

An expert panel of seven educators and professionals, from academia, industry and corporate learning institutions, did the application review and evaluation process. Each application was evaluated and scored independently. The following individuals served as judges for the 2005 USD (AT&L) Workforce Development Award.



Ms. Karen Barley

President and Co-founder, Corporate University Enterprise, Inc. (CUE)
Holds copyright on one of the only corporate university planning models
Contributing author to *The Corporate University Handbook: Designing, Managing, and Growing a Successful Program*



Ms. Jeanne C. Meister

Vice President Market Development
Accenture Learning
Author, *Corporate Universities: Building a World-Class Workforce*



Ms. Sarah B. Mills

Executive Coach
Former, VP Learning & Development, IKON Office Solutions
2003 Corporate University Best-in-Class Leader of the Year



RADM Leonard Vincent, USN (Ret)

Vice President
CACI International



Dr. Robert Ainsley

Director, e-Learning and Technologies Center
Defense Acquisition University



Dr. Christopher Hardy

Deputy Director, Policy, Planning & Leadership Support
Defense Acquisition University



Dr. Russell Vacante

Director, Sector Leadership
Defense Acquisition University

Award Winners



Gold Winner

U.S. Army Armament,
Research, Development &
Engineering Center
Picatinny, New Jersey



Silver Winner

United States Navy
Naval Facilities Engineering Command
Washington Navy Yard, DC



Bronze Winners

Defense Information Systems
Agency
Arlington, Virginia



Defense Logistics Agency
Training Center
Columbus, Ohio





Gold Winner



U.S. Army Armament Research, Development & Engineering Center (ARDEC)

Mission: To provide life-cycle engineering for a broad spectrum of armament technologies and products.

Best Practices:

- **Armament University (AU)** – AU’s mission is to promote growth and professional development of the workforce conveniently through on-site formal training and education at reduced cost. AU offers 425 credit and short courses and has an annual attendance of over 5,000.
- **Lean Six Sigma** – ARDEC has also undergone a change in the way of doing business by implementing Lean/Six Sigma initiatives, a first for any government agency. Six Sigma features a progressive and sequential two-phase (Green-belt and Black-belt) approach, each culminating in certification. In each level, participants work together in project teams, often developing new best practices.
 - Enterprise Excellence Plan enables more effective response to increased or unplanned Warfighter needs.
 - New Hires Integration Study ensures consistency in orienting and reduction in the time of limited productivity.
 - Enhancing Teamwork and Improving Excellence workshops improve team synergy, collaboration and productivity.
 - Performance Management System that is a contribution-based system rather than performance-based.
 - Reduction of Management Layers and Supervisory Ratio and increased use of cross-functional teams.
 - Expanded Electronic Knowledge Management that supports a proactive knowledge base to foster process reengineering. ARDEC’s leadership also emphasizes collaborative communications throughout the center.

Outcomes:

- ARDEC exceeded for-profit organization results in all categories in recent employee satisfaction benchmarking.
- Life-cycle cost avoidance of \$2.3B; hard savings in excess of \$67M return-on-investment for expenditures of \$3M on training.

Point of Contact:

Joe Shiposh, Chief, ARDEC Armaments University
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Silver Winner



Naval Facilities Engineering Command (NAVFAC)

Mission: To manage the planning, design, construction, contingency engineering, real estate, environmental and public works support for U.S. Navy shore facilities around the world.

Best Practices:

- **Excellence in Acquisition Learning** – Following the concept of the AT&L PLM, the NAVFAC Acquisition Directorate redirected the focus of the Naval Facilities Acquisition Center for Training (NFACT) from a training center to managing the content of the Contracting processes in the NAVFAC Business Management System. By refocusing training instructors to operate as facilitators for collaboration and identification of acquisition “best practices,” NAVFAC is extending its learning reach beyond the classroom and into the workplace.
- **The Engineering Network (E-NET)** – E-NET is a group of practitioners consisting of Communities of Practice (CoPs). E-NET is becoming the knowledge base to support NAVFAC managers throughout the installation life-cycle.

Outcome:

- 43 CoPs are focused on engineering specialties. Collaboration among NAVFAC’S Technical Discipline Leaders, subject-matter-experts, and engineering practitioners enables the identification of specialized expertise, sharing of that expertise across the workforce and fostering professional development.

Point of Contact:

Amy Younts, Director, Community Management
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Bronze Winner



Defense Information Systems Agency (DISA)

Mission: DISA is a combat support agency responsible for planning, engineering, acquiring, fielding, and supporting global net-centric solutions to serve the needs of the President, Vice President, the Secretary of Defense, and other DoD Components, under all conditions of peace and war.

Best Practice:

- ***Career Management Program (CMP)*** – This program is designed to support the development of technical, professional, and leadership skills for all DISA employees. DISA uses developmental activities such as rotations, job shadowing, peer-to-peer learning, on-the-job training, as well as professional publications, books, and other sources to effect employee learning and performance improvement.
- ***DISA Talent Management System (DTMS)*** – DTMS is an automated tool that provides an individualized gap analysis which the employee and supervisor use to jointly select appropriate learning and performance support elements.
- ***Course Evaluation Process*** – This process was developed to ensure that training, development and educational opportunities are meeting the needs of the learner. The system is web-based and available to all learners. A pre-course questionnaire is used to assess the appropriateness of a course for the learner's needs.

Outcomes:

- Using the Balanced Scorecard process, DISA has seen Learning Effectiveness scores increase from 2004 to 2005:
 - Technical Training from 40% to 80%.
 - Mission Support Training from 50% to 95%.
 - Leadership Training from 45% to 87%.

Point of Contact:

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Bronze Winner



Defense Logistics Agency Training Center (DTC)

Mission: To ensure that the Defense Logistics Agency (DLA) workforce receives the necessary skills and knowledge required to support the Agency's attainment of its strategic goals and objectives.

Best Practices:

- ***Understanding the Big Picture*** – By ensuring the DLA workforce understands the mission, values, functions, and logistics across the Agency, they will be better able to streamline processes and move from a geographic focus to a customer and supply chain focus. DTC does this through its enhanced New Employee Orientation Program, Tuition Assistance Program, DLA Corporate Intern Program, and DLA Logistics Management Mid-Level Development Program.
- ***Developing Leaders*** – DLA has long appreciated the need to build leadership skills, not only in supervisors, but also in every employee. Therefore, DTC provides developmental activities that satisfy the needs of employees at all levels through its Enterprise Leader Development Program, New Supervisor Certification Program, and Executive Succession Planning Program.

Outcomes:

- In training satisfaction survey results DTC is rated 4.89 on a 5 point scale.
- 381 courses and 9,438 students provided functional training in FY 04.
- 122 Certification supervisors have completed the DLA applied HRM course; a total of 132 Certification supervisors have completed the LEAD Course.

Point of Contact:

Kathleen Tuskes, DTC Director and DLA CLO
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Best Practices

Twenty-one organizations submitted applications for the AT&L Workforce Development Award. All had best practices worthy of sharing. Through the sharing of best practices, we can increase every AT&L organization's efficiency and effectiveness. The following pages highlight some of those best practices from each applicant in the area of workforce development. It is our hope that as you read, you will find ways of improving your own organization.

Air Force Research Laboratory (AFRL)

Mission: To lead the discovery, development, and integration of affordable warfighting technologies for our air and space forces.

Best Practices: AFRL is geographically dispersed throughout the U.S. and overseas. Many locations develop directorate-wide programs that are tested at that level. Successful programs are shared across the laboratory and may be implemented across AFRL.

- **Air Force Laboratory Personnel Demonstration Project** – AFRL implemented the AF Laboratory Personnel Demo Project for its civilian science and engineering workforce. They integrated the simplified classification, broadbanding and performance management systems into a contribution-based compensation system (CCS). CCS focuses on measuring each employee's contribution to the organization's mission rather than how well the employee performed a job as defined by a performance plan.
- **The Strategic Leadership Workshop and The Transformation Leadership Workshop** – These workshops, each offered four times a year, are designed to bring organizational leaders and other high-potential employees together to gain a unique perspective on Laboratory operations and leadership philosophies.
- **Junior Force Council** – This council is composed of civilian and military employees who are under age 30 with fewer than 8 years of government service. It serves as a forum where junior workers can identify areas of concern to them, research the topics, and make suggestions for improvement.

Outcomes:

- Employee satisfaction with advancement opportunities has more than doubled since Demo inception.
- A 33% increase in the percent of the Demo workforce equitably compensated (from 65% in 1997 to 98% in 2004).
- Average retention rate of high contributing S&Es is 95%.

Point of Contact:

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Close Combat Weapon Systems (CCWS) Project Office

Mission: To provide U.S. Warfighters the premier Line-of-Sight and Beyond-Line-of-Sight fire solutions to destroy enemy targets, both today and in the future.

Best Practices:

- ***Functional Round-table Discussions and In-house Training Opportunities*** – Examples of these opportunities are Friday Morning Coffee with the Project Manager, quarterly All Hands meetings, PEO Town Hall meetings with the Program Executive Officer and off-site meetings. Employees are encouraged to ask questions, express problems, recommend solutions to problems, career development, etc.
- ***Cross Training*** – Opportunities are available for employees to cross train via detail to each other's positions, thus providing valuable experience in two different career fields.

Outcomes:

- Tuition assistance program and cross training program have improved potential for promotion as well as increased the flexibility of using displaced employees to fill vacancies in other areas.
- In cross training, benefits extended beyond the individuals to their organizations, tremendously improving the understanding of the big picture for other employees.

Point of Contact:

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Communication-Electronics Life-cycle Management Command (C-E LCMC)

Mission: To provide our customers value-added acquisition business solutions that support the Joint Warfighter.

Best Practices: AT&L Goal #7 calls for a mobile, agile workforce developed through “Recruiting, Training, Retaining, and Rewarding. C-E LCMC Acquisition Center has several best practices in these categories:

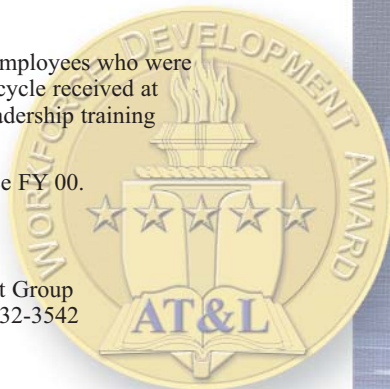
- **Training** – Each year, C-E LCMC employees are subject to an internal training requirement above DAWIA’s continuous learning requirement. GS-12s and below must complete 40 hours of technical training; GS-13s and above have an additional requirement of 40 hours of leadership training. Additionally, all GS-13s are required to attend Army Management Staff College Sustaining Base Leadership and Management Program (SBLM). C-E LCMC has also put in place several automation initiatives to streamline training registration, tracking, and surveying processes.
- **Retaining** – College tuition reimbursement is a main contributor in attracting and retaining interns. Additionally, hiring interns from the local area helps retention.
- **Awards and Promotions** – Quarterly Town Hall meetings are held during which employees and teams are recognized in front of their peers. Additionally, C-E LCMC’s philosophy of promoting from within, whenever possible, allows another vehicle through which performance excellence is rewarded.

Outcomes:

- 100% of C-E LCMC’s 1102-series employees who were employed during the entire training cycle received at least 40 hours of technical and/or leadership training this year.
- 52% increase in intern retention since FY 00.

Point of Contact:

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to promote a culture of career-long learning

Defense Contracting Command - Washington (DCC-W) Purchase Card Program

Mission: To define and oversee the procedures and processes required to establish, maintain, and operate an effective and trustworthy Government Purchase Card (GPC) Program.

Best Practices:

- ***“Building Blocks of a Successful GPC Program”*** – DCC-W’s Purchase Card Program developed best practices and conducted a Benchmarking study to validate results. This Study also served as an educational tool for Agency Program Coordinators. A number of agencies have requested DCC-W’s assistance in improving their purchase card program. In response, DCC-W developed “Building Blocks of a Successful GPC Program.”
- ***Cross Training and Succession Planning*** – In response to employee requests for cross training, DCC-W implemented an ambitious cross training program between its two branches. DCC-W carefully identifies and develops future leaders to ensure the continuity of its Government Purchase Card Program.
- ***I.C.E. Comments*** – To obtain customer feedback, DCC-W uses the Interactive Customer Evaluation (ICE). Leadership reviews each comment, discusses possible alternatives to feedback issues, and shares solutions with all employees as a training tool for their development and to increase customer satisfaction.

Outcomes:

- Increased employee retention.
- Increased customer satisfaction rate from 56% to 98%.

Point of Contact:

Susan Taylor, Chief, Purchase Card Program
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Electronic Systems Center (ESC) University

Mission: To serve as the Center of Excellence for command and control and information systems to support the warfighter in war and peace. ESC provides full spectrum architectures, weapon systems management, and technical cognizance throughout the life-cycle of communications, intelligence, surveillance, reconnaissance, and information systems for the Air Force and DoD components.

Best Practices:

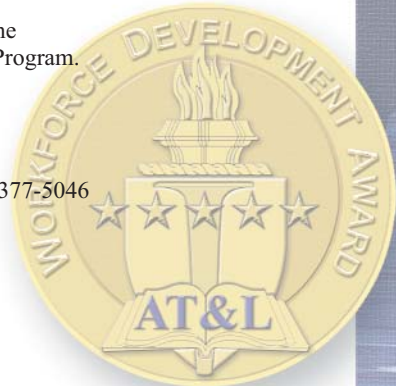
- **ESC University** – ESC University provides an integrated framework to deliver acquisition workforce education and training to ESC personnel. The overarching objective at ESC is to establish and maintain a vibrant and responsive learning organization.
- **ESC Acquisition Boot Camp Training Program** – This 3 ½ day course accelerates the learning process for new personnel by introducing material on the fundamentals of DoD/AF systems acquisition and acquisition information unique to the ESC environment.
- **Government – Industry Exchange Program** – ESC has implemented a local Education with Industry (EWI) program with Sun Microsystems. The EWI program provides opportunities for military and government civilian personnel to broaden their work experience and gain valuable hands-on experience while observing some of industry's best practices from a local business partner.

Outcomes:

- 213 ESC personnel have attended the Acquisition Boot Camp Training Program.
- 10 Personnel have participated in the Government – Industry Exchange Program.

Point of Contact:

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Missile Defense Agency (MDA)

Mission: To manage, direct, and execute the ballistic missile defense program to achieve the following objectives: (1) defend the United States, deployed forces, allies, and friends; (2) employ an integrated system that layers defenses to intercept missiles in all phases of their flight against all ranges of threats; (3) enable the Military Services to field elements of the overall Ballistic Missile Defense System as soon as practicable.

Best Practices: MDA commissioned a benchmarking study on training and development programs in the Federal sector. MDA used the results to establish a system and programs to provide an effective training and development effort for the MDA workforce.

- **Ballistic Missile Defense Systems University** – The centerpiece of the Missile Defense Agency's workforce development program is the Ballistic Missile Defense Systems University. It responds to MDA mission needs by providing new employee orientation, mission-specific basic training, on-the-job learning, orientation on mission and values, new leader, mid manager, and executive training, access to business graduate schools/ professional education, and job shadowing.
- **Metrics** – MDA established specific workforce development metrics including: recruitment and retention; end-strength compared to authorized strength; professional development; increased percentage of professionally certified/qualified workforce; Ballistic Missile Defense Systems University milestones for development of career tracks; and vacancy reporting indicators.

Outcomes:

- Workforce development activities led to streamlined training and development opportunities, improved fiscal management, and an across the board elevation of employee competencies in critical work activities.
- Other tangible benefits include higher employee retention and reduced attrition, improved morale, and a broader understanding of the MDA mission among staff, customers, and stakeholders.

Point of Contact:

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Missile Defense Agency Ground-Based Midcourse Defense Joint Program Office – Ground Based Interceptor Project Management Office

Mission: To enable, sustain, and expand upon a robust Ground Based Interceptor capability for midcourse missile defense.

Best Practices:

- **Reorganization Initiative** – This office undertook a significant reorganization in order to ensure that the office organization matched the needs of the prime contractor and that workforce development opportunities were improved. The initiative transformed a flat organizational structure into a dynamic one that communicated performance expectations through Individual Development Plans, timely performance objectives, and student development programs.
- **Engineering Position Redefinition** – Redefined vacant engineering positions to initiate developmental engineering opportunities.

Outcome:

- In 2002, 41% of engineering positions had little or no promotion potential. The move to redefine personnel opportunities enabled six new hires to enter positions as junior engineers resulting in a 14% improvement in career growth opportunities for government employees.

Point of Contact:

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Natick Soldier Center (NSC)

Mission: To provide for the research, development and engineering for the Army and other services to maximize the individual warrior's survivability, sustainability, mobility, combat effectiveness and quality of life in the field by treating the soldier as a system.

Best Practices:

- ***Balanced Scorecard Continuous Improvement and Best Practices Initiative*** – NSC established and validated a Balanced Scorecard, one of the first R&D organizations in the Army to establish a scorecard and begin implementing the strategic initiatives defined within it.
- ***Continual Assessment of Skills*** – NSC identifies best practice initiatives that promote workforce training and skills development in needed areas. Required areas are determined by a continual assessment of the skills of the current workforce as a baseline and evaluation of evolving program needs against that baseline. Training is then developed and executed to meet evolving business area needs.

Outcomes:

- On-site graduate certificate programs in Materials Science, Plastics / Polymers, and Engineering Management developed.
- Program Management Certification program developed.
- Dedicated site-wide Training Coordinator and state-of-the-art Education Center established.

Point of Contact:

Diane Nyren, Acquisition Career Manager
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Naval Air Systems Command, Career Development Office (NAVAIR)

Mission: NAVAIR is a provider of sustainment (current readiness), systems acquisition (future readiness) and decision support to make the Navy more capable, ready, and affordable in a joint environment.

Best Practices:

- **Training Programs** – NAVAIR has developed and deployed training programs reaching personnel across the entire command worldwide using the intuitive Breeze Authoring interface and common training content development applications. With this simplified authoring environment and web-based deployment, NAVAIR now provides consistent, rich media content to personnel at all geographic locations. The net result is better training being delivered at a lower cost.
- **2004 MAX Award** – In November 2004, NAVAIR won the 2004 MAX Award for government and Non-Profit Experiences. By ensuring alignment of all existing mandatory Corporate Operations training to the Career Development Website, NAVAIR has instilled a standard approach to development, delivery, reporting, and announcement of mandatory training.

Outcomes:

- 87.5% savings in training costs as there are no longer multiple sites developing multiple training for NAVAIR.
- \$3.2M reduction in cost of doing business.

Point of Contact:

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Naval Sea Systems Command (NAVSEA)

Mission: To design, engineer, integrate, acquire, and support ships, shipboard weapons, combat systems, and ordnance for the U.S. Navy.

Best Practice: Commander's Development Program

- **The Commander's Development Program (CDP)** was established in 1980 as a means of improving the way in which leaders were developed at NAVSEA. Originally focused on NAVSEA Headquarters only, the program has now expanded to developing leaders for the Naval enterprise. It is a 28-month cohort program during which an average of 8 to 10 employees leave their permanent positions so that they can focus on their accelerated development. The development process comprises an intense indoctrination, mentoring by three members of the Senior Executive Service, and high-level rotational assignments, all designed to develop the employee's Executive Core Qualifications. Graduates are prepared to meet the demands placed on modern leaders. This program takes full advantage of recognized best practices, such as executive-level mentoring, job rotations, development plans, and coaching. The CDP program also provides for continued mentoring once the participants graduate from the program.

Outcomes:

- Approximately 200 graduates since program inception.
- 9% annual promotion rate among graduates.
- 9% of graduates have achieved the level of Senior Executive.

Point of Contact:

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Naval Surface Warfare Center Port Hueneme Division

Mission: To provide test and evaluation, in-service engineering, and integrated logistics support for surface and mine warfare combat systems, system interface, weapons systems and subsystems, unique equipment, and related expendable ordnance of the Navy Surface fleet.

Best Practices:

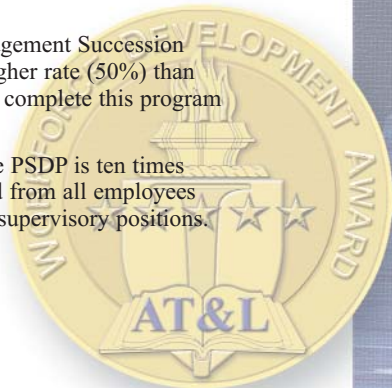
- **Management Succession Program** – This program develops a cadre of high potential candidates to assume key positions as they become vacant. It improves individual managerial skills, encourages teaming within the cadre and with current managers through action learning and enhances the stature and credibility of the participants in the organization.
- **Pre-supervisor Development Program (PSDP)** – This program develops a cadre of high potential non-supervisors in anticipation of increased turnover in supervisor ranks. Participants are provided a series of core classes designed to develop competencies in personnel management, communications, and basic management skills.
- **Competency-Based Workforce Development, Assignment and Performance Enhancement** – This process promotes matching positions to employees based on competencies. Employees can be redeployed to positions suited to their current competency sets and development tailored to close any competency gaps.

Outcomes:

- Employees who complete the Management Succession Program receive promotions at a higher rate (50%) than comparable employees who did not complete this program (<20%).
- Promotion rate of participants in the PSDP is ten times greater than what could be expected from all employees eligible for promotion to first level supervisory positions.

Point of Contact:

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Oklahoma City Air Logistics Center (OC-ALC)

Mission: To deliver war-winning technology, acquisition support, and sustainment to combatant commanders.

Best Practice:

- **The Lean Institute at Tinker AFB** – OC-ALC established requirements to deliver education and training materials to standardize base-wide process improvement education and training opportunities. In March 2004, they initiated a partnership with the University of Oklahoma to create the Lean Institute at Tinker AFB, the first program of its kind in the Air Force. Training is Tinker specific and the instructors are knowledgeable about maintenance, repair and overhaul activities. Students complete projects associated with their workplace or work process. Each student is “coached” through the project one-on-one by a certified Lean coach. Curriculum includes three definitive areas: Lean Principles, Six Sigma implementation, and the Supply Chain Operations Reference (SCOR) Model. Each curriculum area provides training at various levels to meet the requirements of multiple levels of management and employees at Tinker AFB.

Outcome:

- Since June 2004, The Lean Institute has offered over 200 courses and armed over 4,100 employees with the tools and skills needed.

Point of Contact:

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Program Executive Office Aircraft Carriers (PEO Aircraft Carriers)

Mission: Keeping America's Navy #1 in the world by putting the naval aviation team Forward From the Sea – anytime, anywhere. . . with optimal Sea-based tactical aviation platforms throughout their life-cycle that meet National Command Authority and warfare requirements for the 21st Century and beyond.

Best Practices:

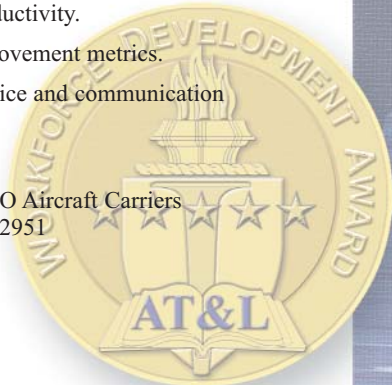
- **Organizational Agility and Strategic Innovation Skunkworks (OASIS)** – This is an off-site facility with low-tech equipment, reconfigurable furniture, and floor-to-ceiling magnetic dry-erase boards. This facility fosters creative, innovative, and collaborative thinking by making users go back to the “drawing board.” It is also used for a variety of training events and has been especially helpful to the Lean Six-Sigma initiative.
- **Management Operating System (MOS)** – Using data generated from this system, a significant reorganization was completed that functionally aligned support directorates to programs and created a Technical Directorate. This initiative significantly enhanced PEO Aircraft Carrier's ability to accelerate program schedules, control costs, and mitigate risks. It provided senior management with an overarching view of program dollars allocated and expended for personnel programs, training, recognition, and awards.

Outcomes:

- 18% increase in personnel retention.
- 42% increase in organizational productivity.
- 52% improvement in personal improvement metrics.
- 23% improvement in customer service and communication metrics.

Point of Contact:

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Program Executive Office Aviation (PEO Aviation)

Mission: To provide executive level management of assigned acquisition programs. Exercise executive level authority and responsibility for program management, technical and quality management, logistics support, and readiness management activities of assigned weapon systems.

Best Practices:

- ***Professional and Skill Reviews*** – During these reviews, the workforce is screened for both strengths and weaknesses in the various disciplines and career fields. Training managers then target the projected requirements for these skills to select training and learning activities in order to mitigate any future shortfalls that might occur as project offices proceed through their weapons system's life-cycle.
- ***Source Selection Boards*** – PEO Aviation maintains a database of sample policies and lessons learned from many boards, as well as coordinates face-to-face meetings between management of different boards to discuss specific issues.

Outcomes:

- Learning and developmental functions are now driven by the refocus of the acquisition culture toward performance-based contracts and metrics of outcome.
- Employees are provided the core professional competencies needed to support the Army's six aviation project offices.

Point of Contact:

Deborah Rumpf, Procurement and Production Officer
debbie.rumpf@us.army.mil, 256-313-4022

Program Executive Office Simulation, Training and Instrumentation (PEO STRI)

Mission: To provide life-cycle management of interoperable training, testing, and simulation solutions for the United States Army and Department of Defense.

Best Practice:

- **Employee Development Plan (EDP)** – The EDP is a web-based database that catalogs employees' skills, education, certification levels, and relevant program experiences. The EDP assists PEO STRI in bridging the gap between current and future skill requirements, and supports succession planning to enable knowledge of current competencies to feed future needs. Managers and supervisors monitor the information through the EDP to plan for and manage any expected skill shortfalls and adjust their organizational skills talent to meet expected EDP skill shortages. This practice ensures that PEO STRI consistently retains, promotes, and hires the best and brightest talent possible.

Outcomes: (In FY 05)

- 11 personnel received MBA degrees.
- 88 college courses approved and funded.
- 196 workshops, seminars, and conferences attended.
- 70% of workforce DAWIA certified in their career field.
- 57% of employees possess multiple certifications.

Point of Contact:

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**U.S. Army Installation Management Agency,
Europe
U.S. Army Garrison Giessen, Directorate of
Public Works, Operations and Maintenance
(O&M) Division**

Mission: To manage the real property assets entrusted to the U.S. Army Garrison Giessen in an efficient, effective, and sustainable way.

Best Practices:

- ***Empowered Learning and Performance*** – The O&M Division establishes learning and performance objectives, links course content to organizational objectives, and provides a shared learning context to facilitate implementation and performance improvement, providing the basis for self-directed work teams.
- ***Informal Learning*** – Informal Learning is a continuous, integrated process. For example, weekly “Engineers’ Meeting” serves as a forum for communication and knowledge sharing. The “train-the-trainer” approach is used as a “force-multiplier” to share formal classroom learning of course attendees with the other team members, thereby reducing costs.

Outcome:

- The O&M Division’s inclusive, cross-functional approach to learning effectively fosters teamwork, including cross-divisional teams, empowerment, flexibility, and involvement.

Point of Contact:

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Warner Robins Air Logistics Center (WR-ALC) Engineering Directorate (EN)

Mission: To serve as the Air Logistics Center's Scientists and Engineers (S&E) focal point for standardized engineering policies and processes; provide technical advice and impartial engineering consultation to Center leadership; direct deliberate career development, progression, and training; provide specialized services for complex engineering projects; and foster and focus Center-level technology insertion.

Best Practices:

- ***New Engineer / Scientist Orientation (NE/SO) / Replacement Training Unit (RTU)*** – EN developed the NE/SO program to increase employee development within the first few months of their employment. The program provides a new S&E an understanding of their role at this ALC, as well as an Air Force perspective, which cannot be gained in college. The RTU program is the military counterpart to NE/SO.
- ***Climate Survey*** – EN conducted an S&E Climate Survey in 2003 and 2004. The largest areas of improvement were in satisfaction with career progression and training opportunities. The average score went from 2.82 in FY 03 to 3.27 in FY 04 and the percent of positive responses increased from 30.3% to 50.6%. Training satisfaction score increased from 2.74 to 3.12 and the percent of positive responses increased from 30.4% to 42.2%.

Outcome:

- Attrition has dropped from 8% in 2001 to 2.8% in 2004.

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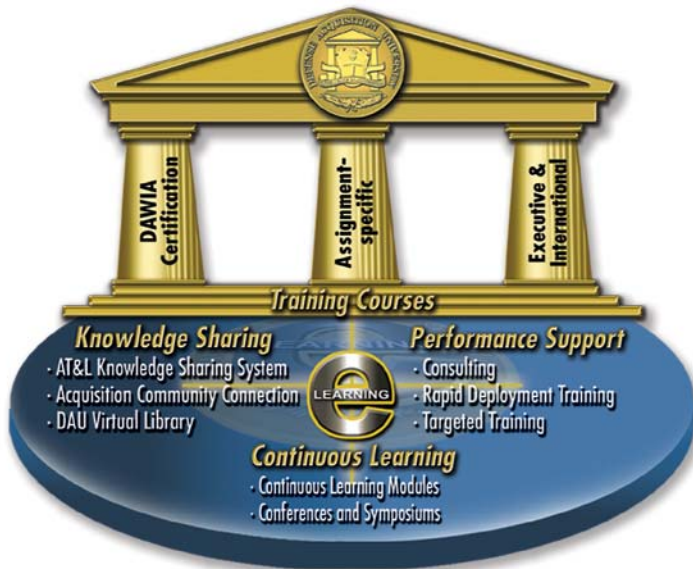




2005

**AT&L Workforce
Development Award**

AT&L Performance Learning Model



The AT&L Performance Learning Model (PLM) is a learning and development architecture that provides each member of the AT&L community with more control over his or her career-long learning opportunities. The PLM extends the learning experience from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere.

- **Training** through web-enabled and classroom courses with case-based instruction aimed at developing critical thinkers
- **Continuous Learning** with self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance
- **Performance Support** with rapidly delivered program, technical and business solutions offered to the Defense AT&L workforce through on-site consulting, targeted training, and rapid deployment training
- **Knowledge Sharing** through the AT&L Knowledge Sharing System and the Acquisition Community Connection, where the workforce can connect with experts, peers, and acquisition resources

***"The AT&L workforce is the engine for success
in supporting our customer - the warfighter.
We must help the workforce develop professionally
so we can continue to serve our customer
even better tomorrow than we do today."***

***The Honorable Kenneth J. Krieg
Under Secretary of Defense
(Acquisition Technology and Logistics)***